

**BILL'S RECOMMENDATIONS
ON THE
STRUCTURE OF THE
GENERAL SERVICE BOARD
AND THE
TRUSTEES' COMMENTS
AND RECOMMENDATIONS**

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: The 1962 General Service Conference asked that :
: this pamphlet be prepared and distributed to :
: Conference Delegates and Area Committeemen :
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**GENERAL SERVICE OFFICE
of
ALCOHOLICS ANONYMOUS
P.O. BOX 459, GRAND CENTRAL STATION
NEW YORK 17, N. Y.**

C O N T E N T S

- A – BILL'S "RECOMMENDATIONS: TO STRENGTHEN THE GENERAL SERVICE BOARD OF THE FUTURE."** Page 3

These recommendations were sent to Conference Delegates in advance of the 1962 Conference. The Conference acted on the "trustee ratio" (Recommendation I) by voting to retain a majority of non-alcoholic Trustees on the General Service Board.

The "area" electoral method, described in Recommendation II, was incorporated in Trustee and Conference actions with respect to additional non-alcoholic and alcoholic Trustees.

- B – LETTERS OF COMMENT BY GENERAL SERVICE BOARD TRUSTEES** Page 12

These letters with one exception were included in the material sent to Delegates before the 1962 General Service Conference. Leonard Harrison was out of the country when the letters were being prepared, and his letter of comment bears a May 1962 date.

- C – BILL'S "MEMORANDUM TO THE GENERAL SERVICE BOARD TRUSTEES" AND HIS "MINORITY REPORT"** Page 37

Bill's comments were presented to the Trustees at or before their January 1962 meeting, and were mailed with Bill's and the Trustees' Recommendations to all Delegates prior to the 1962 Conference.

- D – TRUSTEES' RECOMMENDATIONS ON STRUCTURE** Page 41

The Trustees' Recommendation #1, accepting Bill's "Twelve Concepts" with three changes, provided the basis for favorable action by the 1962 General Service Conference.

The Trustees' Recommendation of a plan to add two non-alcoholic and two alcoholic Trustees to the General Service Board (Recommendation #4) received favorable action by the 1962 General Service Conference.

RECOMMENDATIONS:
TO STRENGTHEN THE GENERAL SERVICE BOARD OF THE FUTURE

By Bill

In its original structure and in its Trusteeship, past and present, nothing could have better met the needs of A.A.'s first quarter century than our General Service Board. Therefore these recommendations imply little criticism of the past; they simply try to indicate and remedy certain flaws and possible deficiencies which, if not eliminated, may lead to serious malfunction and damage later on.

Before considering remedies, let us see what the present flaws or deficiencies may be:

1. Our traditional "trustee ratio" which provides for a "GSB" majority of non-alcoholics, will almost certainly be a severe handicap in the future; and even now it makes any sizable increase in the number of out-of-town A.A. Trustees quite impractical.
2. A large structural imbalance exists in the General Service Board. Twelve of its Trustees are now named from New York and vicinity, as against only three who are of country-wide origin. This could be a prime source of future difficulty.
3. A possible deficiency: We have never tried the experiment of inducting a small number of "A.A. Trustees-at-Large," who would represent the finest business and professional talent obtainable in all of the U.S. and Canada.
4. Communication between the GSB Chairman and the active Headquarters services could be improved – a condition that might be remedied by making our Vice-Chairman his personal representative on the active service scene.
5. Our induction methods, both for Trustees and for Headquarters personnel, need to be overhauled and perfected – particularly the structure and procedure of the "GSB" Nominating Committee.
6. Though the Conference Charter includes a provision for reorganizing the General Service Board, no actual method for so doing has ever been evolved. Moreover the Conference has no really legal authorization to deal with such a contingency, remote though it may be.
7. We have not yet determined where the primary world leadership of the future will finally be lodged: in what top post, and in what sort of qualified person. This is also true of our secondary leadership. Because personal leadership cannot possibly be transferred to an entire Board of Trustees, and inevitable and possibly serious vacuum could develop following my own retirement or death.

In remedy of these seeming deficiencies, the following recommendations are submitted for the consideration of the General Service Board and the General Service Conference — these being offered, of course, on a purely experimental basis and not as a present part of the Twelve Concepts themselves.

RECOMMENDATION I

AT ANY TIME, THE GENERAL SERVICE BOARD SHOULD BE ABLE TO RECOMMEND TO THE CONFERENCE WHATEVER RATIO CHANGE IS DEEMED DESIRABLE. THIS OUGHT TO BECOME EFFECTIVE ON A CONFERENCE CONSENT OF THREE QUARTERS OF THOSE PRESENT. CONSEQUENTLY THE PRESENT LEGAL BAR TO RATIO CHANGES SHOULD BE REMOVED. WE SHOULD ALSO SET ASIDE THE GENERAL SERVICE BOARD TRADITION WHICH STILL PRECLUDES A.A. TRUSTEES FROM HOLDING ITS CHIEF OFFICIAL POSTS.

Comment:

The present ratio arrangement goes back to A.A.'s infancy. At that early time, this unique construct was a frank admission that we alcoholics feared for our sobriety and emotional stability. A Board composed largely or wholly of alcoholics could not then have commanded confidence. Hence our original desire to vest a large share of our responsibility in non-alcoholic friends.

But why do so many of us still feel it imperative to maintain this structural concept of A.A.'s childhood? It cannot be for reasons of sobriety. In the twenty-three year history of our Board, relapses have been negligible. Therefore our present hesitancy must be rooted in the assumption that we A.A.'s are still unable to top-manage our own affairs.

In my view, this fear is immensely exaggerated. Let me illustrate: For five years before our first General Service Conference was called in 1951, we experienced this identical anxiety about the alcoholics' emotional instability. Many A.A.'s and nearly every member of our Board, deeply believed that we would be incapable of electing Delegates who could function in a General Service Conference. They were very certain that only a shambles would be the result. Yet nothing of the sort happened; our Conference has long since met that challenge.

But when it is nowadays proposed that we install A.A. Trustees in the top leadership and majority of our General Service Board, we still hesitate. Yet we shrink not at all from A.A. leadership and management at any other service level of our entire fellowship. Nor does the world around us think A.A. members too unstable. We are everywhere received as good citizens, and many of us are today leaders in our several communities. We sometimes hold positions of very high trust in business, government and in the professions.

Of course we A.A.'s would be the first to admit that we are no paragons of stability. But perfection is hardly the test. For example, how many social and governmental groups could today claim such a unique distinction? Certainly not many, and every daily newspaper tells us this. Therefore it seems reasonable to believe that as a fellowship, our performance compares favorably with that of other societies in the world around us.

What good reason, then, can there be for still maintaining a central service structure that actually continues to deny our present-day capabilities? If we carry such an arrangement into the longer future, would this not be construed as a permanent confession of weakness? How could our leadership of tomorrow possibly be erected on such a shaky foundation as this?

Consequently I feel that we of A.A. should now try to shoulder our full responsibilities. To settle for less would certainly reveal in us a grave lack of faith — in our own fitness, in our future, and in our whole way of life.

Therefore a ratio change is, in my view, our very next step. And for these very same reasons, the top service posts on our General Service Board should be made available to its A.A. Trustees.

RECOMMENDATION II

WE SHOULD BRING THE A.A. GENERAL SERVICE BOARD INTO BETTER BALANCE BY THE ADDITION OF THREE MORE AREA TRUSTEES — THEREBY MAKING A TOTAL OF SIX. THIS NUMBER WOULD GIVE ALL AREAS A CONSTANT PLACE AT OUR COUNCIL TABLE.

Comment:

For future purposes, our present Trusteeship is seriously out of balance. In today's Board of fifteen, only three of its members are representative of A.A. as a whole. The remaining twelve Trustees all reside in New York or vicinity.

In earlier years, the preponderance of New York Trustees was heavily criticized, and we found it very difficult to get support for A.A.'s World Services. These difficulties could easily plague us again. If the Board (as now constituted) were to make a serious error of judgment in the future, a severe loss of confidence would almost certainly result, and contributions might be badly effected. A.A.'s would then say, just as they used to say, "They (the New Yorkers) did this!" But a Board having a much greater country-wide composition would not be apt to suffer this liability. Then people would only say, "We did this — better luck next time."

However, this proposal to increase the number of our out-of-town Trustees has none of the ordinary political significance. We would not be seating these members to represent the "special interests" of the areas. Theirs would still be a purely World Service function. Nevertheless their presence in number would express the fact and the symbol that our General Service Board is truly a country-wide undertaking, which, as such, should merit widespread support.

Of course our area Trustees should be proven A.A. leaders and they should doubtless be chosen from former Delegates, and perhaps Committeemen. But how shall we be perfectly certain of their skill as administrators?

Here I think we shall have to recognize the fact that the popular election of "area" Trustees from a single state or province, as at present, will not necessarily produce the business and professional skills that our Board must certainly have.

Perhaps, then, we ought to alter our present method of choosing "area" Trustees: for example, to a procedure like this:

- (1) All states or provinces of a given "nominating area" would be invited to submit candidates who could meet the current administrative requirements of the General Service Board, respecting the particular vacancy to be filled. Such nominations would be made by the several state or provincial committees of a given nominating area.
- (2) At Conference time, the GSB Nominating Committee, the Conference Nominating Committee, and the Delegates from the states or provinces of the "nominating area" would hold a joint meeting to select a single "area" Trustee candidate for election to the General Service Board.
- (3) The GSB Nominating Committee would then offer its tentative choice to this caucus. If this GSB nominee could not be named by a two-thirds vote, then discussions of other candidates would be heard, after which the whole caucus would then turn to our standard Third Legacy method as the final means of making the choice. This candidate would be offered to the General Service Conference for approval, and his election to the General Service Board would follow.

In brief, this is the outline of a procedure that could produce the double qualification that most of our area Trustees should have -- namely, A.A. leadership and administrative talent.

The precise detail of such a procedure would be too bulky to include here. But such a procedure should not be difficult to devise, provided this plan seems worthy of trial. No doubt considerable experience would be necessary in order to perfect this new method so as to avoid undue political competition between the states or provinces, each of whom would naturally advocate its own favorite son.

From six "area" Trustees so chosen, we could expect the following benefits:

1. At every meeting of the General Service Board, a reliable cross-section of A.A. opinion and feeling would be available. The General Service Board much needs this kind of guidance at all times.
2. At some point we shall want to name an A.A. Chairman who, as indicated below, will probably have to be an out-of-town Trustee. Therefore the "area" Trustees contemplated in this recommendation, plus the "Trustees-at-Large" (next to be considered) would constitute a highly reliable panel from which future General Service Board Chairmen could be chosen.
3. Following these additions, our General Service Board would finally include nine out-of-town Trustees. This would bring it into proper balance with our New York contingent, and the Board would then become far more representative of A.A. as a whole.
4. Under such conditions, serious Board mistakes could not be exclusively charged to the "New Yorkers", particularly to the "in town" managing Trustees and their expert associates who must actively carry on

the Headquarters work. When heavily backed by such a well qualified contingent of A.A. Trustees from "out-of-town", this would be far less likely to happen.

A suggested timetable: Of course these three additional "area" Trustees should not be seated all at once. Too many vacancies in the General Service Board would occur at the expiration of their four-year term. Therefore we ought to seat but one each year, following the adoption of this plan -- if it is adopted.

RECOMMENDATION III

TO INCREASE THE FUTURE CAPABILITIES OF OUR BOARD, WE WOULD SEEK OUT A FEW A.A. TRUSTEES OF THE HIGHEST POSSIBLE BUSINESS AND PROFESSIONAL ATTAINMENT THAT CAN BE HAD -- TWO FROM THE U.S. AND ONE FROM CANADA. THESE WOULD BECOME KNOWN AS "TRUSTEES AT LARGE."

Comment:

In A.A. today, we have a sizable number of extremely able businessmen, bankers, lawyers, public relations experts, and the like. To locate a small contingent of these, we could solicit all state and provincial committees for suggestions. Good A.A. records would of course be necessary, plus a full willingness to spare the needed time. But we need not insist on extensive A.A. service experience. We would want these Trustees-at-Large mainly for their well-demonstrated competence in their several fields of work. Unquestionably these specialists ought to be chosen by the General Service Board itself. After all, the "GSB" is entirely responsible for its own administrative performance. Hence it should have a really free hand in making these particular selections.

Our Trustees-at-Large should of course be chosen with the principal administrative needs of the Board much in view -- perhaps in the categories of business, law and public relations. Moreover, we would probably find future GSB Chairmen from among this group, just as we shall from among the "area" Trustees.

A suggested timetable: Because the mechanism of their selection will be fairly simple, there seems no reason why we should not seat two Trustees-at-Large, one from the U.S. and one from Canada, in the first year after this plan is adopted. The third Trustee at Large could then be chosen in the following year.

RECOMMENDATION IV

TO IMPROVE COMMUNICATION BETWEEN THE CHAIRMAN AND THE ACTIVE HEAD-QUARTERS OPERATIONS, WE OUGHT TO GREATLY STRENGTHEN THE POSITION OF THE VICE-CHAIRMAN. HE WOULD NEED TO BE A RESIDENT OF NEW YORK OR VICINITY, WOULD PREFERABLY BE A NON-ALCOHOLIC AND HE WOULD PERSONALLY REPRESENT THE "GSB" CHAIRMAN ON THE ACTIVE SERVICE SCENE.

Comment:

There has sometimes been a lack of linkage between General Service Chairmen and our active Headquarters operation, particularly when the Chairman has not been a resident of New York City. In the long interval between quarterly Trustees meetings, there could not be much actual contact.

Therefore the post of Vice-Chairman should now be far more activated. He should be present at all of the principal corporate and committee meetings and be in frequent touch with the Headquarters. Such a Vice-Chairman could well mediate the differences that sometimes arise between the several elements of our active operations. Here a non-alcoholic Vice-Chairman might be especially useful. He could have the same stabilizing effect on the Headquarters that our non-alcoholics have so well exerted upon the General Service Board itself. Certainly he should have just the right qualities for this important post. And perhaps he should be compensated on a "per meeting" basis for time given over and above his normal duties as a Trustee. Of course this is a recommendation for experiment only — there may be a better way of closing this gap in communication, but closed it ought to be.

RECOMMENDATION V

BECAUSE OF ITS IMMENSE FUTURE INFLUENCE WE SHOULD TRY TO STRENGTHEN THE NOMINATING COMMITTEE OF THE GENERAL SERVICE BOARD. ITS MEMBERSHIP COULD BE ENLARGED TO INCLUDE NEARLY ALL ELEMENTS OF THE GENERAL SERVICE BOARD AND THE HEADQUARTERS. WE MIGHT ALSO CONSIDER PROVIDING IT WITH A WRITTEN PROCEDURE TO INSURE EXTREME CARE IN THE SELECTION OF FUTURE TRUSTEES AND HEADQUARTERS PERSONNEL. A STUDY COMMITTEE IS RECOMMENDED.

RECOMMENDATION VI

WE OUGHT TO CAREFULLY REVIEW THE CONFERENCE CHARTER PROVISION RESPECTING A POSSIBLE RE-ORGANIZATION OF THE GENERAL SERVICE BOARD, TAKING SPECIAL NOTICE THAT THIS PROVISION HAS NO PRESENT LEGAL EFFECT AND THAT NO THOUGHT AS TO THE ACTUAL PROCEDURE OF A RE-ORGANIZATION HAS EVER BEEN TAKEN. A STUDY COMMITTEE OUGHT TO BE NAMED.

RECOMMENDATION VII

WE SHOULD CAREFULLY DESIGNATE OUR FUTURE WORLD SERVICE LEADERSHIP. THE PRIMARY LEADERSHIP OUGHT TO BE VESTED IN THE CHAIRMAN OF THE GENERAL SERVICE BOARD, AND IN AN A.A. MEMBER CHOSEN FROM AMONG AREA AND TRUSTEES-AT-LARGE. OUR SECONDARY WORLD LEADERSHIP OUGHT TO BE VESTED IN THE VICE-CHAIRMAN OF THE GENERAL SERVICE BOARD AND IN THE PRESIDENT OF A.A. WORLD SERVICES, INC.

Comment:

Because of its highly personal character, top leadership cannot be collectively exercised by a whole Board. Therefore our World Services of the future must be led by a "number one" man, and he should be supported by clearly designated secondary leaders.

For over twenty years I have been widely regarded as A.A.'s primary world service leader. At least one half of my A.A. life has been devoted to this specialized activity. Consequently our fellowship still thinks of me as its chief leader in this respect, even though my entire authority and responsibility for World Services was long ago transferred to the Conference and to the General Service Board. The actual transference has gone even further than this, respecting of our Headquarters leadership. There the leadership has for ten years been in the very competent hands of the late Hank G., its General Manager, for whose dedication I here record my unending gratitude.

Notwithstanding this considerable transference, it is, however, still true that our fellowship undoubtedly looks to me as its service leader – in fact and in symbol. Of course this state of affairs cannot continue to exist. My personal attributes of primary service leadership will have to be lodged somewhere – and in somebody.

This is a very real problem. As the Twelve Concepts explain, there can be no personal succession to A.A.'s founders, *as such*. But most certainly there has to be a succession to my own personal leadership, so far as the World Services are concerned.

Since the General Service Board is our chief service body, it is clear that our primary service leader of the future *will have to be its Chairman*. We cannot very well give the GSB top responsibility, and then deny it the top leadership – something, by the way, that we have actually been doing, in past years.

Up to the present, our *non-alcoholic Chairmen* have been really *second in command*, so far as the A.A. service leadership is concerned. This is because, all this while, that particular function has been lodged in me. Mine has been the top A.A. leadership of the World Services, while our *non-alcoholic Chairmen* have acted as the top administrative leaders.

But at long last, we have surely reached the point where both of these service attributes – top A.A. service leadership and top administrative leadership – must now be consolidated into a *single person*. We have no other course. In the long run, top leadership cannot be equally split among *two* people.

Our first and most obvious difficulty will be this: how can we possibly transfer *primary A.A. leadership attributes* to a *non-A.A. Trustee*, no matter how wise, how dedicated, and loved he may be? This would not only be a continuing confession that our society cannot supply its own top leadership; it would be, I am certain, a practical and psychological impossibility as well. When, therefore, I can no longer act as the principal symbol of A.A. World Service leadership, a serious vacuum could well develop, unless we presently fill that coming gap with a qualified A.A. leader.

If then, our future GSB Chairman must be an A.A. member, we shall be faced with the following questions:

1. Can a future General Service Board Chairman be a New York A.A. Trustee? Probably not, because it would be desirable for the Chairmanship to symbolize A.A. country-wide. Another reason would be this: since the present New York A.A. Trustees and the leaders of our active Headquarters services possess by far the largest single influence in A.A. World Service affairs, it would doubtless be unwise to still more enlarge their status by choosing a General Service Board Chairman from among them, notwithstanding the immense responsibility these folks have to carry. To achieve a reasonable "check and balance" in this respect seems desirable. However, it might be occasionally advisable to seat as Chairman a former New York A.A. whose service record would abundantly justify such an appointment.
2. Can our future A.A. Chairman be paid for his special services? This seems out of the question because we cannot create a vested job interest in A.A. Trusteeships.
3. If, then, our future A.A. Chairman must be an out-of-town Trustee, and he cannot be compensated for taking large amounts of his own time to frequently visit New York City, how then can he give our active Headquarters operation enough personal attention? Of course he cannot. But the Vice-Chairman of the General Service Board, acting as his personal representative at New York could certainly do this. For such an arrangement, there is plenty of successful precedent in the corporate business world, which has long since solved the "leadership" problem, respecting remote operations. Moreover the right non-alcoholic Trustee from New York would unquestionably be accepted by the Conference and by A.A.'s everywhere as the "number two" leader of the General Service Board.
4. Next, how can we be sure of consistently choosing an A.A. Chairman of outstanding qualities? The answer has already been indicated: he could be selected from the nine out-of-town Trustees. In a panel of this size and capability, we should have a good chance of continuously making good choices.
5. And finally, how shall we be able to give the General Service Board Chairmanship enough continuity? Under the present system of four-year rotation for A.A.'s, the term of an A.A. Chairman might prove too short. He would first have to serve a year or more as a Trustee. Hence we would need to extend his particular term of Trusteeship for a longer period — enough to allow him at least three or four years in the Chairmanship.

Now our *third post* of World Service leadership is of critical importance. This is the Presidency of A.A. World Services, Inc. The A.A. member occupying this post is, and always must be, our *most active service leader*. Together with his corporate directors and staff, he will always be the main linkage to our Conference and to A.A. as a whole. He necessarily has to be "number three" on the list of world leaders because he cannot be a Trustee. But his post is, in a great many ways, the most important and sensitive of all. It follows that his selection will be something for the greatest of care. He and his staff will inevitably occupy the "front window" of our World Services.

Now what about the leadership in the A.A. Grapevine? It cannot be overlooked that this organ has a wide and helpful influence. It is read by some 50,000 A.A.'s, twelve times a year. Its paid circulation is 35,000 copies and this produces an income of \$120,000 annually. Therefore its editor is a secondary leader of definite importance, even though he may seldom be seen, or personally known to the fellowship he serves. Therefore the Grapevine will always be a considerable "third force" in our World Service picture.

Now a word respecting the future of our non-alcoholic friends, and Trustees. Certainly they should remain a very influential group, continuing the signal and vital service that they have rendered in the past. To them, our gratitude is already boundless, and we deeply hope they will be long among us.

Summing up, I can envision the General Service Board of the future as including approximately the following elements:

1. *Six out-of-town "area" Trustees*
2. *Three A.A. Trustees-at-Large*
3. *Five New York management Trustees* (adding one to the present four, because of the mounting "in town" workload)
4. *Eight non-alcoholic Trustees*, part with professional qualifications, and part of them with special ability to relate us to the general field of alcohol, and to the world around us. This number can be readily adjustable, according to the future needs of the General Service Board.

These recommendations would increase our present General Service Board Trusteeship from fifteen to twenty-two. This could rectify its imbalance, could improve its induction methods, make its A.A. membership predominant, and its A.A. leadership paramount.

Most earnestly, I hope these suggestions will merit a thorough trial. As one who has long worked in the creation and management of our service structure, I am deeply convinced that we A.A.'s can now go forth to meet our future with high confidence -- something that I hope these recommendations may help us to do.

Again it ought to be emphasized that there is nothing final or binding about these recommendations. If a trial is made of them, this should be on a strictly experimental basis. All are reversible if they do not work out in practice and most of them would be extremely easy to amend or discard. Consequently the risk of not trying them would no doubt greatly exceed that of giving them a careful workout.

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**TRUSTEES' LETTERS OF COMMENTS ON BILL'S
TWELVE CONCEPTS AND RECOMMENDATIONS**

LETTER from DR. JOHN L. NORRIS of Rochester, N.Y.,
a non-A.A. Trustee and Chairman of the General Service Board. "Dr. Jack"
is also Chairman of the Study Committee on Procedures and Structure.

*To all members of the
General Service Conference:*

Because of our devotion to Bill and our regard for his wisdom, knowledge and experience, it is difficult for us to think clearly and express ourselves adequately, when our judgement doesn't coincide with his. We would like to agree, but after lengthy discussion and soul-searching consideration of the concepts and recommendations, a majority of the Board do not share Bill's views concerning the present and future needs of the movement. With the assurance of the knowledge of the way Tradition Two developed, we present our thoughts about Bill's seven recommendations. The twelve Concepts we favor as written, with these three minor exceptions, and recommend their acceptance by the Conference:

- (a) substitute new paragraph for 1st paragraph on Page 24. (see "Trustees Recommendations")
- (b) eliminate last sentence of first paragraph on Page 46 (Concept IX).
- (c) paragraphs 2, 3, and 4 on Page 50 (Concept IX) – rephrase or omit.

Bill's Recommendations, it seems to us, are based on an overemphasis on the significance of non-A.A.'s on the Board as a sign of immaturity – and fears that the G.S.B. may not have the flexibility to adjust to changing conditions and the strength to withstand a possible crisis.

The present structure as Bill designed it has worked amazingly well. Your, Chairman, in spite of early doubts of the feasibility of the Chairman living 400 miles from the Office has been in constant touch with G.S.O. – first with Hank while Vice Chairman, and now with Herb – and in frequent touch by telephone and letter with Bill. With Grapevine Trustees at Policy Committee and Board Meetings, with representatives of A.A.W.S. as Trustees and G.S.O. Staff at Policy Committee and Board Meetings, communications are excellent. Each unit has a voice and uses it.

Mechanics exist for change when circumstances warrant; the opportunity to experiment exists. The development of the Policy Committee, from an informed get-together of the out-of-town A.A. Trustees to its present stature and influence, is a case in point.

With respect to Bill's Recommendation II, there is unanimous agreement that more area A.A. Trustees are needed, and that a change in the selection procedure is indicated, to provide regional representation. Responding to a felt need, the Board believes that action should be taken according to the pattern suggested. A committee will be appointed to work out details of regional boundaries, and a specific plan to determine which region should select the next Area Trustee.

In their written comments on the Recommendations, the Trustees oppose any change in the Trustee ratio at the present time. The A.A. Trustees voted 5 to 1 on this point; the Board as a whole, 10 to 3.* Conference

*One Trustee absent and one vacancy. Absent Trustee has signified in favor of change, making vote 10 to 4 opposed.

